



# Strategic Plan 2004—2009

A VIEW to a Vibrant  
Future



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## THE CITY OF DOUGLAS

### Executive Summary

The City of Douglas (City), as an organization, is gearing up to face what the future may bring to the community of Douglas (Douglas). For the past ten years, the City Administration has reached great milestones in its ability to obtain funds and enter into partnerships with neighboring agencies in an effort to initiate major municipal projects and improvements for Douglas.

The City maintains a continuous momentum towards securing a bright future for Douglas by making efforts to entice new business and industry to Douglas as well as making new facilities and improvements possible. A few of the recent developments include the Aquatic Center & Racquetball Courts, Paséo De Las Americas Linear Park, Skate Park and the new upcoming Visitor Center.

The City is eager to approach the future with vigor and an unfailing effort to succeed. To do so requires the work of a premier organization staffed with the finest employees all working together for the good of the community. With this in mind, the City has realized the need to establish a roadmap to visually put the future into perspective for staff and as a result strive consistently for a common future. The Strategic Planning Process began with the contributions of dedicated staff.

This Strategic Plan (Plan) includes the City's mission, examination of the organization's strengths, weaknesses, opportunities and threats (SWOT), visioning process, goal development and tactics for achieving goals, continuous improvement, and institutionalization. The Plan outlines a map for the organization to follow over a period of five years and is intended to remain a living document, subject to modification and updates.

Modifications and guidance on action plans as well as tracking of achievements will be overseen by the Human Resources Director, reviewed by a Strategic Planning Team and will be the responsibility of all department heads to fulfill. Participation, input, and feedback will continue through various committees.



## Contributions

The efforts made to develop the first Strategic Plan for the City of Douglas came from many employees of the City, which were designated by the City Manager to serve on committees. Two committees have been instrumental in formulating much of the foundation for this project. The Initial Scoping Team, came together to brainstorm the vision of the City. The City commends the efforts of the following employees for laying the preliminary framework of this project.

Christy Lewandowski, David Cota, Manny Ortiz, Glenda Bavier, Chuck Ebner, Lou Rivera, Art Macias, Clarissa Cota, Delfina Elzy, Connie Martinez, Carlos De La Torre, Jesus Granados, Jim Mossor, Jean Pace, Richard Ross, Charlie Austin, Javier Fimbres, Bobby Monje, Robert Martin, Johnny Chavez, Anita Sanchez, Rosa Carbajal, Letty Rodriguez, Jarrie Tent, Ana Urquijo, Michael J. Ortega.

Direction and oversight of the Strategic Plan is delegated to Ana Urquijo, Human Resources Director. The Plan was developed by the efforts and insight of a Strategic Planning Team, which was hand-picked by the City Manager. The following staff make up the Strategic Planning Team:

|                     |   |
|---------------------|---|
| Charlie Austin,     | Chief of Police                         |
| Clarissa Cota,      | Administrative Secretary - Public Works |
| Carlos De La Torre, | Public Works Director/ City Engineer    |
| Charles Ebner,      | Community Development Director          |
| Mario Iniguez       | Maintenance Technician IV               |
| Connie Martinez,    | Executive Assistant - Administration    |
| Mario Novoa,        | Fire Chief                              |
| Michael J. Ortega,  | City Manager                            |
| Letty Rodriguez,    | City Clerk                              |
| Rudy Salazar,       | Police Lieutenant                       |
| Max Tapia,          | Maintenance Technician III              |
| Ana Urquijo,        | Human Resources Director                |
| Hugo Valenzuela,    | Police Sergeant                         |





# City of Douglas Employees...



FY 04-05

## In VIEW

### Mission

The City of Douglas is committed to enhance quality of life and economic growth in the community by providing the finest municipal services through excellent customer service, consistent practices, and support of partnerships.

In doing so, City employees are:

**Valued**

**Innovative**

**Empowered**

**Well-trained**



## **Mission Statement**

Through this strategic planning process, the City developed its first mission statement for the organization. Through the efforts of the Strategic Planning Team, the focus was to create not only a mission statement, per se, but rather to build a '*sense of mission*' among the employees of the organization.

Certain elements were carefully sought out in the development of the mission statement, including clear articulation, relevance, positiveness, uniqueness, endurance and finally, it was adapted to address City employees. The next step was to understand the direction of top management.

The City Manager clearly outlined to the Strategic Planning Team what he and Mayor and Council envisioned for the future of the organization. This established a foundation of what is realistic, credible and attractive for the future. With this blueprint in mind, the City was analyzed in terms of the following: Where is the City now? How did it get there? What environment will influence its future? What does the City want to become?

Several brainstorming sessions took place and input was sought from the organization before a final mission statement was agreed on and submitted to Mayor and Council for approval. The organization will now utilize this mission statement as the foundation to build upon its strengths and develop "A VIEW for a Vibrant Future."



## SWOT Analysis

In analyzing the internal environment, the Strategic Planning Team evaluated the factors of marketing, finances, production – operations, human resources, information systems and management. From this analysis, the strengths and weaknesses were identified.

The external environment was examined by evaluation of economic, social, political, legal and technological components. From this analysis, the opportunities and threats were established.

### Strengths

- City Employees
- Fringe Benefits
- Small Home Town
- Updated Infrastructure
- Partnerships
- Sound Financial Practices

### Weaknesses

- Marketing Douglas
- Community & Organization Image
- Inconsistent promotion of the community and organization by employees
- Lack of continuity in leadership
- Outdated Technology

### Opportunities

- Bringing T-1 Lines to the City
- Keeping a Proactive Role in Local Economy
- Establishing Retirement Incentives
- New Funding Searches
- Develop Departmental Service Plans

### Threats

- Funding Cutbacks
- Peso Devaluation
- Out of Town Shopping by employees and citizens
- Employee Apathy
- Negative Attitudes about organization
- Informal Network

The Strategic Planning Team used the SWOT analysis to determine the major needs of the organization and embarked on a visioning process for the City, which led into the establishment of focus areas and goals.

## **Vision**

The Strategic Plan is guided by the following statement, which reflects the visioning process developed through the SWOT analysis. It provides a glimpse of the momentum and energy that exists to move forward and is meant to provide a continuous focus on becoming a “cutting edge” organization.

The City of Douglas, as an organization, will have an organizational culture rich with positive employee attitudes about the organization and the community. The organization will offer highly competitive wages and benefits to its employees, the leadership will provide continuity and consistency in all management practices, and the image of the organization will reflect the aspiring quality of life within the community and its citizens.



## **Focus Areas**

The visioning process resulted in four major focus areas, which are identified below and used to outline goals and tactics for achieving goals for the organization. Each focus area was used to identify a goal and objectives as the tactics to achieve each goal.

- Employees – The Heartbeat of the City
- Professional Service Delivery
- Consistent & Accountable Leadership
- Community Participation & Image



## Employees – The Heartbeat of the City

### **Goal :**

Become a leader in establishing programs aimed at amplifying the value of the employee within the organization.

### **Tactics for Achieving Goal**

1. Promote the organization's Mission by using local media outlets, featuring employees in all functional areas and expertise levels through a series of TV commercials measured by employee and citizen feedback through surveys.



2. Implement a succession-planning program to establish continuity of key roles within the organization.
3. Create a new pay scale and/or pay system to provide employees an opportunity to maximize their earning potential by furthering their education, attaining certifications or pursuing training programs.

4. Enhance training programs across the board through all departments so that employees are developed continuously to acquire state of the art skills.

5. Achieve competitive wages for employees, which are at least 3% above market rate.

6. Review of ongoing staff development to ensure employees have the opportunity to obtain training along the way as opposed to after they become supervisors.



## Professional Service Delivery

### Goal:

Be the example in achieving efficient and effective delivery of services that the community and organization value most.

### Tactics for Achieving Goal



1. Enhance and keep modern, state of the art technology, by creating an Information Technology Plan to guide the organization and community into the ever-changing technological future, by keeping staff informed and well trained on all systems. This will include continuous updates and improvements to the City website, networks and telecommunications.

2. Survey the community in the next fiscal year to develop a workable list of service

improvements, which will become the focus of employee training and achievement over the next five years.

3. Develop a Parks and Recreation Plan, which will include enhancement of existing programs, beautification of parks and /or the establishment and construction of new facilities.
4. Implement a customized customer service training program, aimed at capturing a positive component of the organization's culture and ensure its delivery across all service areas, both internal and external to the organization.



## Consistent and Accountable Leadership

### **Goal:**

Maintain proper administrative structures and strive to achieve thorough and meticulous handling of public funds and assets and intensify consistency in their management of operations and human resources.

### **Tactics for Achieving Goal**

1. Enhance and update administrative policies to include consistent cash handling throughout departments.
2. Achieve full implementation of a formal inventory tracking system to be updated annually.
3. Develop an equipment maintenance, upkeep and replacement program.
4. Achieve full warehousing function and centralize purchasing.
5. Customize a supervisor training program unique to City operations, which includes a mentoring component.
6. Research methods to enhance selection practices, such as the possibility of utilizing a personality screening method to determine suitability of candidates.
7. Promote communication by developing a tool for supervisors to reinforce a consistent form of feedback and information to staff.
8. Incorporate mandatory and consistent performance measures for all supervisory and management staff, to include areas such as overtime management, safety precautions, payroll processing, etc.
9. Make staff aware of supervisory roles and functions.



## Community Participation and Image

### **Goal:**

Excel in the positive promotion of the community as well as the image of the organization.

### **Tactics for Achieving Goal**

1. Create an image of being a solid and sustainable organization, by promoting practices across departments which foster the growth of the City's core characteristics. ( See Page 13)
2. Enhance community participation in municipal issues by soliciting feedback through various media and communication outlets.
3. Increase awareness of Douglas' history among community members and employees.
4. Adopt a mentoring program which encourages employees to mentor youth in the community for one hour per week.





## The Ideal Image

The **IMAGE**, which the organization strives to achieve, is one that will be solid and sustainable for years to come. The Quality of Life in the community of Douglas, Arizona is unparalleled. Employees, first and foremost should be ambassadors in this effort. In being an ambassador, each employee should share the organizations image, and as a result, reflect a similar image throughout the community.

As we move to a vibrant and ambitious future, the pursuit of an ideal image will involve the development or enhancement of the following core characteristics:

Security, Knowledge, Positive Attitude, Appreciation, Being a Stakeholder, Empowerment, Ethics, Trust, Praise, Accountability, Eagerness and Professional Environment

The City will manifest an organizational culture rich in an image where:

Employees are **SECURE**

- in their benefits
- in their wages
- in the services provided to them
- in the fair and equitable treatment
- because of consistent practices

Employees are eager for **KNOWLEDGE**

- of their job
- of the organization
- of the organization's mission
- of current events

Employees are **POSITIVE**

- in attitude
- in their customer service and delivery

Employees have **APPRECIATION**

- for the organization
- for the community
- for co-workers

Employees as **STAKEHOLDERS**

- take ownership and pride of work
- take pride in the community
- take pride in our region
- take pride in our bi-national heritage and culture
- take pride in our organization

Employees are **EMPOWERED**

- to communicate their opinions
- to have an "I can get it done" attitude
- to have the freedom to be themselves
- to work as a team

Employees are **ETHICAL**

- by following rules & regulation
- by not accepting gratuities
- by striving for personal growth in their jobs
- in their intentions and actions
- by having confidence in the intentions and actions of the organization

Employees have **TRUST**

- in their supervisor
- in the organization
- in their co-workers
- in their subordinates
- in themselves

Employees are **PRAISED**

- for their contributions
- for their commitment to the organization
- for taking part in the community

Employees are **ACCOUNTABLE**

- for their actions
- for their attitude

Employees are **EAGER**

- to be challenged
- to be trained
- to make a difference

Employees seek a **PROFESSIONAL ENVIRONMENT**

- in their dress and work
- in their equipment and vehicles
- in facilities and improvements

## Continuous Improvement

A focus on continuous improvement for the organization sets the tone for the final stage of the Plan. This component will guide the monitoring, control and status checks of the Plan . On-going assessments will be conducted in order to keep the Plan on track and to determine if goals and tactics for achieving goal remain relevant.

Department heads will be responsible for developing **Action Plans (Exhibit A)** for any appropriate tactics assigned to their respective areas. Action Plans will be submitted to the Strategic Planning Team for approval and will be monitored for progress bi-annually.

For some departments, Action Plans may need to be incorporated into individual **department strategic plans**. Department strategic plans should be related to the City's Plan. If a department's strategic plan has goals and tactics that do not relate to the Plan, then these goals/tactics should be evaluated to determine their necessity to the employees of the City or the citizens of Douglas. If the goals/tactics are needed, the Plan should be changed and the corresponding Action Plans modified or terminated. This evaluation will reduce waste and improve operations for City employees and services to the citizens of Douglas.

Action Plan monitoring will be used as information to develop status reports by the Strategic Planning Team in order to continuously evaluate the Plan. The Strategic Planning Team will also incorporate customer and employee feedback to evaluate the accomplishment of tactics, as needed.

Communicating the Plan and the continuous progress of the Plan will be the responsibility of the Strategic Planning Team. Communication channels and strategies will be continuously determined and directed by the Strategic Planning Team. Memos, newsletters may work initially, but later communication may need to be more "one on one" with department heads. Other methods may include the use of focus groups and surveys.

Celebrating successes as the Plan unfolds is expected from all department heads and the Strategic Planning Team. Employees should receive on-going rewards and recognition as tactics are accomplished. Through this process, management should practice passing on positive feedback and pats on the back for jobs well done. The City's morale is crucial and its improvement will assist in better accomplishment of goals and tactics.



## **Institutionalizing the Plan**

The Plan will become “the way we do business around here.” The following steps will ensure that the Plan becomes institutionalized, rather than simply become the latest fad. These steps address policies & procedures, performance expectations, training, inclusion and documentation.

Department heads will be required to examine relevant policies and procedures in their respective areas and modify them as needed to support the Plan. Where policy does not exist, new policy should be developed to facilitate the achievement of the Plan.

Training needs will be assessed in two ways by department heads. First, departments shall evaluate employee training records and performance evaluations to identify existing strengths and weaknesses of staff. Second, departments shall identify new skill requirements created by the Plan or individual department strategic plans, where training is needed.

Key Plan messages will be conveyed through written reports and memos to staff, repeating those messages and reporting progress towards achievement of goals and tactics. Department heads will be required to open up the lines of feedback within all functional areas to maximize inclusion in the continuous improvement of the City.



## Exhibit A

## Action Plan

Goal: \_\_\_\_\_

Tactic for Achieving Goal: \_\_\_\_\_

How Many Phases Will Be Required? \_\_\_\_\_

Phase #: \_\_\_\_\_

| Problem | Action | Deadline | Person Responsible |
|---------|--------|----------|--------------------|
|         |        |          |                    |

After developing the action plan, make sure it is communicated to all those involved i.e., anyone who has responsibilities for carrying or supporting the Plan.



## **Tell Us What You Think**

This is the first Strategic Plan for the City of Douglas, as an organization. It is a living document that is designed to evolve in order to meet the changing needs of the organization and as a result continue to guide the City toward its enduring Mission.

How would you rate the relevance of the four focus areas in the Plan? (See page 8 of this Plan for a summary of the focus areas.)

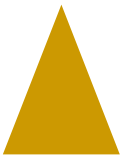
|                        |  |                                   |
|------------------------|--|-----------------------------------|
| 1                      | 5  | 10                                |
| Not relevant<br>at all | Generally relevant<br>as a guide for the future<br>of the organization | Highly relevant/<br>a solid guide |

What do you see as the three most pressing issues facing this organization and the community that this Plan should address?

What changes, if any, would you make to the four focus areas, goals or tactics for achieving goals?

What general advice would you give the City to ensure that City programs and services meet the needs of employees and citizens?

*Fax this form to the City of Douglas Human Resources Department at (520) 364-1585.*



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